

The

Florida Architect

OFFICIAL JOURNAL OF THE FLORIDA ASSOCIATION OF ARCHITECTS AND THE AMERICAN INSTITUTE OF ARCHITECTS



THE PACKAGE DEAL

Is the challenge of the building-package operator a sign that the architectural profession must re-evaluate its traditional field of service and, perhaps, widen its range of professional concern? Answers to that question were discussed at the 44th Annual FAA Convention at Miami Beach. Results of that discussion are reported in this issue as one of the most complete statements of the package-deal problem to appear in any segment of the architectural press.

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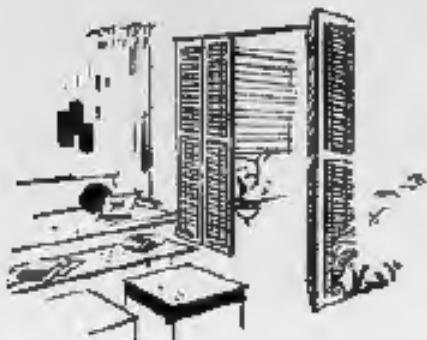
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The Florida Architect

OFFICIAL JOURNAL OF THE FLORIDA ASSOCIATION OF ARCHITECTS

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NEXT MONTH

At the 44th Annual Convention at Miami Beach, an eminent jury selected six outstanding designs in as many categories for honor and merit awards. Next month's issue will feature the presentation of all these award-winning buildings. Only one of them has been previously published in this F.A.A. Journal—the national honor award winner Warm Mineral Springs Inn, designed by Victor Lundy.

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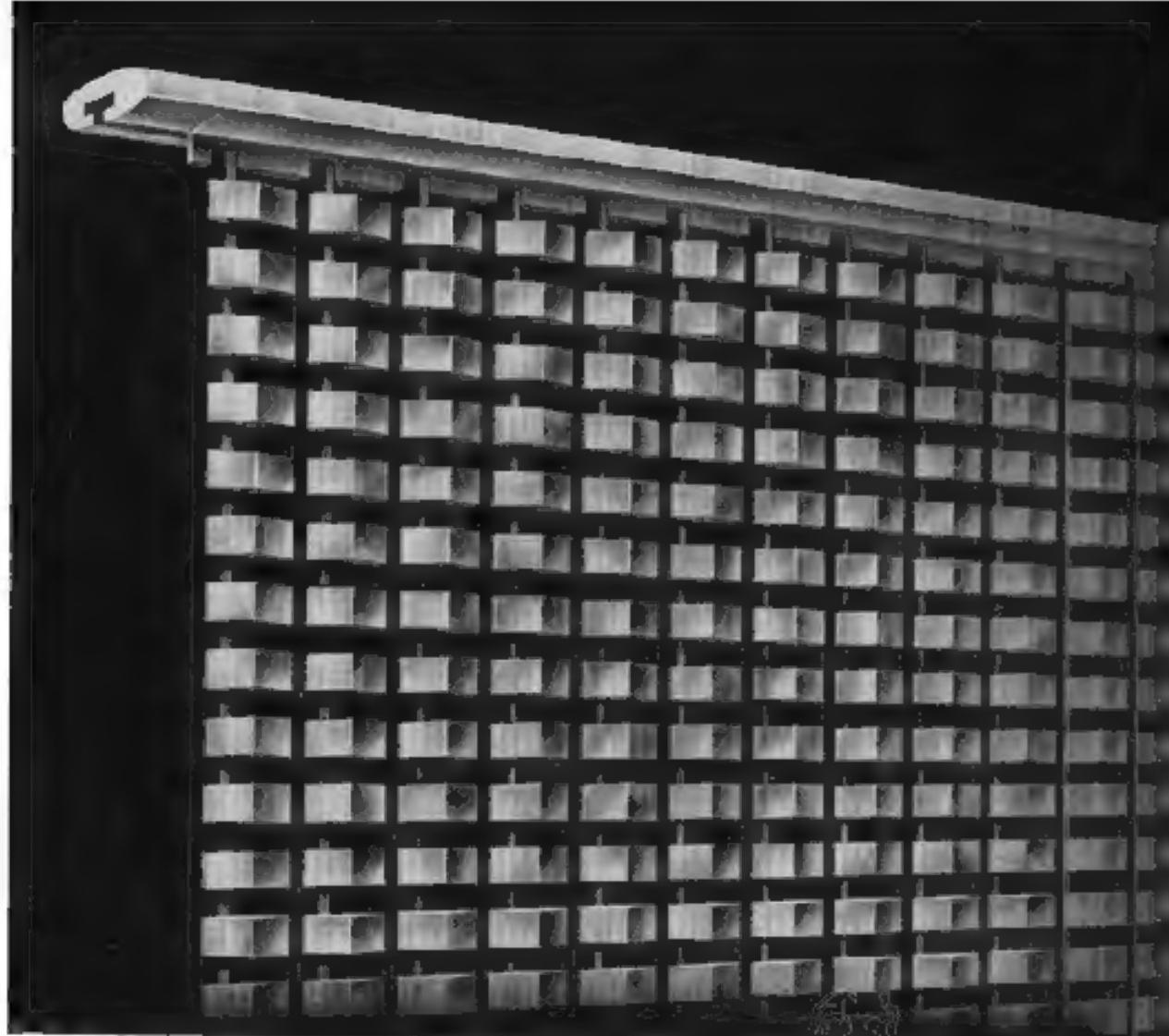
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Letters

Appreciation . . .

DEAR EDITOR:

On behalf of the students and faculty of our institution I should like to express our appreciation to you and to your professional organization for making available to us your official publication.

As a professional librarian I am familiar with your National Journal which impressed me as being very superior in style and format, and contained excellent articles relating to your profession. The advertising layouts were excellent and generally speaking the entire publication indicated excellent editorship. The Florida Architect is of the same superior type as the parent publication.

JACK D. ELLIS,

Maitland Beach Junior High School,
St. Petersburg.

Finest of Its Kind . . .

EXECUTIVE DIRECTOR:

We have found considerable use for the booklet "How to Build With Confidence." It is the finest piece of literature of its kind that I have seen. I keep my son to the ground and my eye on the horizon to spot such things when they are available, so wish to thank you for past favors with the hope that you can supply us with 290-300 additional copies on the basis of previous deliveries.

H. M. Kise,
Architect-Director
Division of National Missions
of the
Board of Missions of
The Methodist Church
Section of Church Extension

Convention Kudos . . .

EXECUTIVE DIRECTOR:

Thank you for your letter of November 26, 1958, which was sent to all exhibitors at the recent 44th Annual F.A.A. Convention.

From our observation, we certainly agree with you that the meeting was distinguished by the quality of the attendance rather than by the quantity. Not only did we enjoy exhibiting at this meeting as far as the per-

sonnel was concerned; but we can truthfully say that at no other Architects' meeting—either State, Regional or National—was our exhibit space as well placed and in such good atmosphere and surroundings.

Please extend our congratulations to all those who had any part in handling this convention. And we will certainly look forward to having the privilege of working with your association in the future.

JOHN H. BOEJ.
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Replies with thanks! Though not all 1958 Convention exhibitors wrote back about it, those who did were unanimous in *praise of good treatment, a good convention and a profitable show*.—Ed.

Guides for Students . . .

DEAR EDITOR:

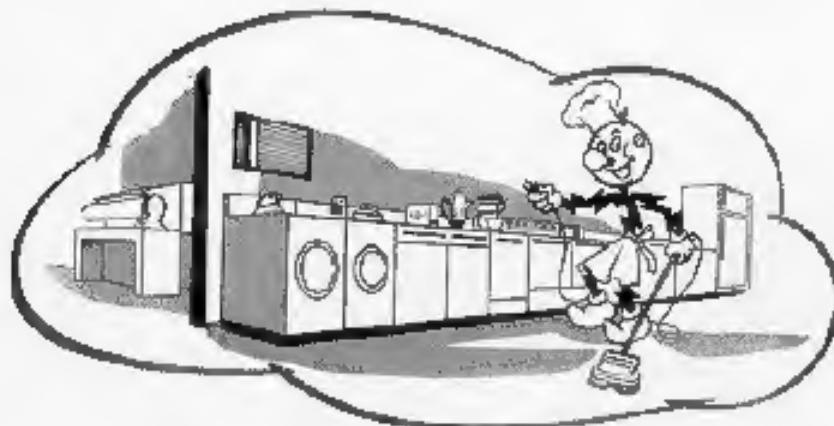
In the November (1958) issue of *The Florida Architect*, I read William Eaton's report of the F.A.A.'s Committee on Education. The report contained some information that is of interest to art teachers in Florida, viz.: the steps being undertaken by the F.A.A. in recruitment in high schools. Art teachers have frequently reported the need of information on the professional requirements for an architect when counseling students in their classes; local architects have usually been called upon to give information of this kind.

It would be most helpful if the F.A.A. Committee on Education could meet with a committee of high school art teachers to discuss the kinds of competencies and interests a high school student should possess if he is to be counseled into studying architecture.

Another point worth considering is the matter of helping all students become aware of the part architecture plays in their lives. This might be considered, from the architect's viewpoint, a consumer angle. It is the purpose of a good art program to develop the creative capacities of all students. As a part of this, an understanding of all art forms, including

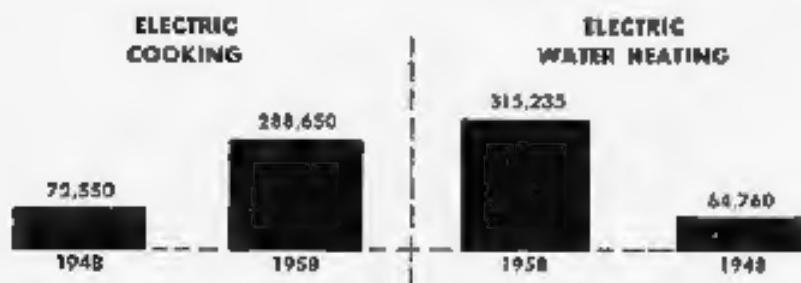
(Continued on Page 6)

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Letters

(Continued from Page A)

architecture, is sought. As one whose work is primarily concerned with the preparation of teachers, I have often wished that I might have more material on that architecture which is unique or indigenous to Florida.

The small exhibit which the F.A.A. circulated last year was most helpful. However, if we are to teach about Florida architecture, we need slides of good examples. It is easy to obtain slides of the work of Neutra, Mies Van Der Rohe, Wright and Edward Stone (all outside of Florida). But how can we obtain slides of the work of Hampton, Lundy, Zimmerman, Hanes, Little or others in the State? The State School Architect kindly loans us slides of school architecture; future taxpayers and parent, we feel, should be aware of good school architecture. Therefore, we would like to

know if teachers can obtain either through the F.A.A. or the College of Architecture at the University of Florida, slides of other types of structures in the State.

Magazines and books on architecture are expensive and often too technical for the purposes of a public school. Slides and exhibits, if prepared for circulation by the F.A.A., would meet a long felt need in our schools.

The sources of information in Mr. Eaton's report we certainly plan to follow up. We hope, however, the F.A.A. will consider some further means of supplying art teachers with information about developments in architecture. This could be done through the Florida Art Teachers Association of which Perry Kelly, Orlando, Florida, is President.

LEON B. JOHNSON, Head
Department of Arts Education
The Florida State University

South Atlantic Region Plans Nassau Cruise Conference

South Atlantic Region AIA members will hold a 1959 Cruise-ship Conference, May 22-27, aboard the *Arao Sun*, sailing from Charleston, South Carolina, for a five-day cruise to Nassau.

John M. Mitchell, Jr., of Charleston, president of the South Carolina Chapter of the AIA—which is hosting the conference—told that the conference will draw about 350 members from four southeastern states—North and South Carolina, Georgia, and Florida.

All convention sessions will be held while the ship is cruising the Gulf Stream, according to Greenville Architect Ralph McPherson, who has been named as Conference Chairman. This is so that the two days and one night in Nassau can be devoted to independent activities. The ship will serve as hotel for the conference members while in port.

Members are being informed that they may bring their families and invite guests. Complete information as to planning and registration will be given to interested members writing

Mr. McPherson, The McPherson Company, Greenville, South Carolina, or to the Chairman of the Subcommittee for Registration, J. Harold Townes, 9 Hermitage Road, Greenville, South Carolina.

Assisting Mr. McPherson as chairman of subcommittees for the conference are: Secretary, W. E. Freeman, Jr., Greenville; Treasurer, A. H. Chapman, Jr., Spartanburg; Registration, Mr. Townes; Architectural Exhibits, John M. Lambert, Jr., Anderson; Building Products Exhibits, Co-Chairmen, T. J. Bissett, Columbia; and C. T. Cummings, Charleston; Speakers, Louis M. Wolff, Columbia; Hospitality and Ladies, G. Thomas Harrison, III, Columbia; Printed Programs, Avery W. Wood, Jr., Greenville; Publicity, Homer D. Blackwell, Columbia; and Student Activities, Harlan B. McClure, Dean, School of Architecture, Clemson College.

A Directors' Reception will be held on sailing day, May 22, and the Annual Banquet will be a feature of May 26, the night before docking in Charleston on the return trip.

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Doors must be accorded reasonable treatment by the purchaser. Doors must be stored or hung in dry buildings and never in damp, moist or freshly plastered areas. Doors must not be subjected to abnormal heat, dryness or humidity. The utility or structural strength of the door must not be impaired in the fitting of the door, the application of hardware, or cutting and altering the door for lights, louvers, panels and any other special details. When solid core and hollow core flush doors are cut for lights or louvers, the portion between the cut out area and the edge of the door shall not be less than 5 inches wide at any point; and the cut out area shall not exceed 40% of the area of the face of the door; and in addition the cut out area of a hollow core door shall not exceed half the height of the door and shall be suitably prepared. Immediately after fitting, the entire door including top and bottom edges ~~must~~ receive two coats of paint, varnish or sealer to prevent undue absorption of moisture. The manufacturer will not assume responsibility for doors which become defective because of failure to follow these recommendations or for hazards of shipment or storage after the doors leave the control of the manufacturer.

Doors must be inspected upon arrival for visible defects and all claims or complaints based thereon must be filed immediately and before the doors are hung and before the first coat of painter's finish is applied.

The manufacturer agrees to repair or replace in the white, unfitted, and without charge, any door found to be defective within the meaning of this guarantee.

Doors must not be repaired or replaced without first obtaining the consent of the manufacturer.

A warp or twist of not to exceed $\frac{1}{4}$ inch shall not be considered a defect.

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THE PACKAGE DEAL

One of the first comprehensive sessions ever to be held on this important professional question took place during the 44th Annual FIAA Convention at Miami Beach. The three-man panel spoke in a room crowded with architects seeking answers to a problem of practice which has lately appeared to be growing. Heading the panel as Moderator was FIAA Vice President Verner Johnson. Speakers were Herbert C. Millkey Atlanta, former AIA Regional Director and Chairman, AIA Package Deal Committee; Grayson Gill, Dallas, Texas; and Vincent G. Kling, Philadelphia.

The Package--- But Not The Deal

By HERBERT C. MILLKEY



In April of last year the Package Deal Committee presented its report to the A.I.A. Board. Its recommendations were of two general types: the first stated that the problem of the Package Dealer should be met head on with counter measures in order to re-establish architects in the fields that are being encroached upon by the Package Dealers. The second type was concerned with long-term measures designed to raise the level of the profession and to broaden our effectiveness both now and in the future.

The committee realized that only through a complete understanding of the subject was it possible to attempt to deal with it, including a recommendation that a program be set up immediately by the A.I.A. to inform all its members concerning the Package Deal, its definition, origin, threat,

types, misrepresentations concerning it and, in short, all aspects of the program. It further stated that this should be done through the various communications media of the A.I.A. at all levels.

As a general statement it must be said that the Package Dealer is but one of several phenomena indicating a possible trend of change in the building field today. Their success is a manifestation of an increasing gap of business and industry on the part of the professional architect. Fundamentally there are changes going on in the building field which those of us who have participated in the profession for the last quarter of a century can clearly see in our own practices and in the building activity about us.

These changes impact many of the principles, policies, and documents

contained in the A.I.A. Handbook of professional practice. Nearly all the articles and discussions of the Package Deal written or given by architects carefully establish their high-morale purpose and lack of self-interest by stating that the matter must be considered from the standpoint of what is good for the client and in the public interest. This statement is so obvious as to be misleading. It results from the common-held misconception among architects that to attack the Package Deal is to attack the Package concept.

This, of course, is not true. The fact that architects generally hold a position of leadership in the building industry today is due primarily to his championing of the Package concept. And, in truth, the burden of the committee's report—particularly

(Continued on Page 18)

The Package Deal

(Continued from Page 4)

with respect to its long-term suggestion—is that the profession should more nearly and completely carry out his concept in practice.

The design and construction of any building today requires the proper performance of twenty or more specialized services. That is why the architectural services must proceed from a very weak base. Many of these

of building and formerly were generally not considered part of the architect's responsibility. But our successful practitioners have recognized this changing need and have become adept enough and knowledgeable enough to include them in their

the Package Concept and has since its beginning—and all of its practitioners condone less than is unprofessional services.

The crux of the matter lies with the word "professional", which, by definition, the Package Dealer cannot provide. At best he has no choice but to gain which prevent him from performing his work. At worst he occupies a very small part "Package" and a very large part "Deal" and his buildings should suffice indicate this to be the case.

An erroneous assumption that to condemn the Package Dealer is to deny the Package Concept leads to another commonly held belief that any alliance by an architect with a builder is contrary to A.I.A. policy. This is completely wrong. It is important to understand problems since there are building types today in which it is to the client's best interest for the architect ally himself with the builder. I would like to mention here as an example any type of building in which time is of the essence or in which difficulties involved in completing the design necessitates a close alliance with a builder. Types such as shopping centers come under this heading. The important fact to remember here is that the alliance should be such that the architect-client-builder relationship will maintain the essential pattern which insists on a clear differentiation of functions which permits the architect to perform his duties with absolute impartiality, and no

concern other than the interest of his client, society, and equity.

The urgency of the problem arises from the fact that since the end of World War II a very large variety of Packages have been offered to the building public. These, briefly, can be defined as any building program which eliminates the professional service and thus works to the disadvantage of the prospective owner.

The first of these four major groups includes the large Package Deal firms and is probably most widely known among our members. This is the large contracting organization which builds and furnishes a so-called designing and architectural service and often manufactures or owns a plenty of building—a practice which, during competition, assures the Package Deal a profit while it predetermines design, quality, efficiency and often cost, not necessarily at optimum levels.

The second group are the so-called Experts, or Specialists. These designing-building firms specialize in one of a number of various fields. These include motels, TV and broadcasting buildings, parking garages, industrial and warehouse buildings, banking structures. (One bank building

built over 3,200 bank buildings of all sizes in the last several years. This same organization, finding the banking field less profitable at this time is now moving into the college building field.

The third category is not so well recognized by our members. This is the category of complete building Prefabricators, who must necessarily predesign, a practice which obviously limits efficiency and increases cost for the individual client. Prior to World War II prefabrication was primarily used in temporary buildings. Now it has expanded to include industrial buildings, schools, churches, auditoriums, and bank buildings.

The fourth group is also a very important one. This is the local men's contractor lumberyard, etc., small and large who also furnish a design service. This group is dotted the face of America with its own non-permanent examples of mediocrity. We recognize its twin trade marks. Its buildings are always cheap and

ugly. We must not underestimate this group's importance. It may be honest, but its ignorance hurts the country and the profession of archi-

The new first-time prospective building owner is a sitting duck for the operator. He is lulled by the Package Deal's apparent knowledge. He is pleased that he doesn't nev-

er only washed, but he is stuck for a long time with inefficient and bad work. This type of Package Dealer competes with our smaller architectural firms, those who are least able to compete with him.

In addition to a variety of types the Package Deal differs in the varieties of services provided. The phrase it self implies a complete service, a lock and key job. Usually this is not in fact, the case and the provision of design with contracting completes his

eliminates the competitive bidding which would otherwise be required.

Despite the variety of types, these groups have very important points in common. They can be characterized by their enterprise and their initiative and they impress the client with their businesslike approach and ability. They advertising extensively. They sell. They are the "Madison Avenue boys" of the building industry. While we sit

out office, they hustle—with the result that in some fields very few commissions are given to architects without first running the gauntlet of the Package Deal sales efforts.

Nobody chooses inferior, down grade work if he knows that it is such and that it is a poor investment. Our client has simply not been told emphatically enough often enough or by enough people. And he is being taken while we are only being bypassed.

It is our responsibility to perform this bit of adult education, therefore what should we do?

First of all, we must make as many architects as possible fully understand the Package Deal problem. Understand that we are in favor of the package but not the deal. The architect must realize that he can alliances but must not do so in such a way as to relinquish his professional approach. Further, he must not permit himself to be used for partial services. Stamp

ing out this practice would go a long way to decreasing the Package Deal problem. He must, in addition, clean up his own house. One of our committee states "In my view the architect's best way for the Package Deal by his own lazy inadequacies." Another says "There are too many architects who sit on their drafting stools and furnish the client less than the economic facts, first and last and do less than complete top-notch building documents and thus fail the art of writing and keeping the respect of client and builder."

Further the architect must realize that for many clients one is a dimension of design as important as the other three dimensions. In fact, one of our leading professional magazines states that this is really the essence of the Package Dealers' appeal. Chapters should alert their members to the need for broader architectural service and can set up, as the Georgia chapter did, post graduate programs of education for this expansion to be used by chapters and state associa-

tions and in regional meetings.

The primary importance of advertising in our economic life today places an overpowering advantage in the hands of the person with a megaphone. Our profession, shackled as it is with its ethical code, is definitely at a disadvantage compared to the Package Dealer who can afford to advertise nationally and locally. Our public relations program must be specifically geared to combatting this problem. It must increase public awareness of the architect who is and his value and it must define his position in the building process. Of great importance, further, is the fact we have many allies—facets of the construction industry with invested interest in good design and sound construction. No Jerry-builder ever used a quality item if he could get a poor substitute cheaper. No one believes in quality building more than the quality building materials manufacturers and distributors. The legitimate general contractor whose sole product is construction quality, does

not have the opportunity of building a Package Dealer's job whose least criterion is quality.

We must invite the building materials companies and organizations and general contractors, the mortgage bankers, the insurance companies and the real estate agencies—all of whom benefit from architecturally designed buildings—to train their big guns of publicity and advertising on this target. They can raise a cry of "caveat emptor" that the building committee, the corporation, the client, the school board, the city and state officials and the professional management team will heed. We question the effectiveness of our present code of ethics with respect to current conditions and needs. Some of these originally promulgated to protect architect from architect now must be considered in the realistic light of the handicaps they place upon the profession and its battle against interests which would subvert it.

This in very large part permits the Package Deal to exist.

The Deal Versus The Professional Approach

By GRAYSON GILL

The announcement of this panel stated that I had evolved a pattern of professional operation which is proving to be a successful answer to the challenge of the package building operator. I wrote Herb Millkey I was appearing under false pretenses, because I had not found the answer.

I have just been doing some research. Mr. Millkey has suggested that I talk about a survey we recently made of occupants of recently completed industrial buildings, most of which were package deal jobs, our personal experience with the package deal and our methods of combating them.

Our experience has been primarily with the fourth category of package deal jobs as classified by the AIA Committee, namely local builders who furnish a design service. They started on simple warehouse buildings, but in only a few years have enlarged their field of activity in Dallas to include multimillion dollar industrial and commercial complexes and only recently an important office building.

The predominated building organizations, through their local or regional outlets, present some of the problems we encounter with the local

builders who furnish a design service. This is one group, however, with which we think we can profitably ally ourselves—and would seem to be receptive to cooperation with pre-engineered architects and engineers. It is not too long a step from utilization of standard rolled steel sections and standard open-truss and long-span joists to an integrated design of rigid frame wall and roof coverings, including excellently engineered accessories, such as gutters. These are the items which the prefabricated steel industry at buildings manufacturer

(Continued on Page 11)



Deal vs. Profession

(Continued from Page 12)

want to sell. It is possible that they

being forced into the general contracting business of fulfilling the complete building in order to find a market for their products.

For the past 20 years we have enjoyed a modest practice of the personal, professional-service type. This involved a substantial amount of industrial building work which came to us in many instances through referrals from previous clients. Begin-

ning by builders dispatching the services of architects and engineers and preparing to negotiate for the construction of their buildings and the furnishing of design thereby saving the cost of the architect's fee.

When I found this out in [redacted] countered by proposing to negotiate a price for the architect's services and throw in the building for free! This suggestion originated in a report by our public relations committee several years ago on how one of our members in the outdoors handled a similar situation.

"There seemed to me to be some indication that a part of my practice was evaporating as a result of the activities of these package fellows. I felt I should know more about what was going on than seemed to be available from any source known to me. I therefore employed a public rela-

tions among 125 occupiers of recently built industrial facilities in the Dallas area. Sixty-three of these replied—

one just 50 percent—indicating an interest and a desire on the part of

[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]

My limited survey indicated there was a passive acceptance of the package deal arrangement by many owners and lessees of these buildings as a result of a recommendation from their bankers, their industrial district developers or the real estate agents who made the sale or lease. Often a prospect wishes to obtain a firm commitment on very short notice probably within a business day—in which case the banker calls on his package dealer

customer with whom he has had previous satisfactory dealings under similar circumstances. Within an hour or two an agreement is made.

Banks are generally reluctant to admit this practice. It is my impression that it is their policy to consider this a personal matter between their industrial development vice president and the package dealer.

The necessity for fast action when a prospect is ready to close eliminates the professional architect or engineer from consideration by him. The real estate agent plays a similar role to that of the banker and may make

from a bank, the industrial development department of a utility or a railroad, or from an industrial district developer.

The real estate operator however offers a more comprehensive service than the bank ordinarily does. He will find the land fitting the prospect's requirements, arrange for its purchase by a package builder and negotiate a lease for the complete project or arrange for the purchase of the land by the prospect and then lead him into the package builder's arms. When the contract is initially made with the developer of the industrial district, it may or may not involve a real estate agent. In any event the procedure is parallel to that in which the agent made the initial contact. It may suit the developer's financial situation and result in some tax advantage for him to participate with the package builder in purchasing the facility.

A common arrangement is for the developer to put up the land, for the package builder to put up the necessary management, professional services and so forth. This will provide the necessary equity for a loan which will provide all of the cash required if the site is in an established industrial district. The lease will then amortize the loan as the facility may be sold to an investor whose equity payment provides cash for the land put up by the developer and a profit to the package dealer.

What part have the architect, consulting engineer, mechanical, electrical and general contractors played in any one of these operations? The package dealer lies on his staff a

draftsman who may or may not be a registered architect or engineer. If he is registered, he may sign the plan.

If he is not registered, the plans are identified as private plans. He may or may not be a member of the AIA. If he is, he probably identifies himself as such in the title block. Almost without exception there is no mechanical engineer identified with the plans and specifications.

The mechanical and electrical construction work may be that required for a simple warehouse, a complex manufacturing plant, or an office building. In any event the procedure is generally the same. The package dealer distributes prints of rudimentary sketches of the project, prepared by his staff draftsman or captive architect to a limited list of plumbing, heating, ventilating, air conditioning and electrical contractors with some sort of a performance specification—if the client has been smart enough to prepare one—and tells them he wants a price for those several divisions of the work. Each

signed or engineered. The results are obvious and it is just as obvious that this procedure does not meet the test of being in the public interest.

In this situation we as architects are not in the position to apply the principle of hot pursuit of the package dealers since several provisions of the obligations of good practice and the mandatory standards of the institute serve as a Yahoos River boundary which is a sanctuary for them. The institute published an undated circular to all chapter presidents some time ago containing material prepared by the public relations committee and its counsel which outlined some standards for the architect designed

The AIA memo of November 1, 1955, reported that the office practice committee would study further the matter of solicitation of work as it relates to the standards of professional practice. If the study has developed anything else to assist architects in meeting the package dealer problem, it has not come to my

It is well-known that members of the institute employ non-professional salesmen and promoters whose

efforts are in violation of the obligations and mandatory standards—but

my method was devised which falls within the limits of the same. Others have established some sort of working agreement with real estate agents involving the furnishing of free sketches to assist agents in consummating a sale or lease in return for a contract with the prospect. Adoption of recommendation 5 of the Package Deal

1. The mandatory standards be revised to prevent AIA members from participating in a package deal until commercial responses 2 that the standards be clarified so that all

My efforts to combat the encroachments of package dealers on my practice have not produced results commensurate with the effort expended. And it is my conclusion that the

by the AIA to the validity of the committee's recommendation.

We recognize that the kind of package deal to which this discussion is limited meets the requirements of the prospect in many cases. The nearest the architect can come to offering a comparable service is by a joint venture with a building contractor and possibly the land owner. Reduced to its simplest terms, that procedure would be to meet with the prospect and/or contractor, develop the preliminary sketches and outline specifications and then arrive at ceiling rental

associates. Most of these prospects arrange the first mortgage money and what equity is required over and above our fee and profit. This leaves the land owner, the architect and the builder as owners of a corporation,

an investor to buy it.

One obstacle to the architect's meeting the package builder's com-

FEBRUARY 1959

Survey of the Package Deal in Dallas

A survey of 123 occupants of industrial facilities in Dallas brought 43 responses, more than 14 percent. Of those responding 10 are not involved in their place but have had through some one or another deal arrangements that are now complete. One person reported that he had signed the last contract in 1954. He is still involved in about 20 percent of the work at present. However, all said they would consider an architect if building again. Of the people who had availed themselves of the package deal, 14 of the 26 firms—about 39 percent—were evident of the work done. And of the 43 firms responding this admittedly limited questionnaire six who had not employed an architect for their industrial space advised that such agents as architects were being re-hired again.

petition it to secure the lead in the

elapses—and signed him up. I had

sought for ideas which are paying off for the package builder who takes the lead in these affairs so far as the construction industry is concerned.

This led us to prepare some data

that price was a good building built by a reputable builder. Variable items which would affect the cost depending upon site conditions, owners' requirements for office space and so forth, are listed in the outline specification as not being included in the final price. We circulate these standard building data sheets among a select list of people whom we consider might be friendly to our approach to the solution of their prospects problems. And we propose to supplement the basic price with the cost of the variables necessary to

of hours. These data sheets are used of our service. I must confess that to date we have not derived a single commission from this activity.

Recently I received a very friendly reception from an industrial executive

data sheets. They back-fired however. A package-dealer salesman convinced him a package job would be much

costs do not enter into planning.

I am convinced that individual architects efforts to combat the package deal at the local level fruitful. We are probably facing the

what I'm talking about. For example, the very limited number of contacts with big industries which have had past experience with package builders confirms the results of the limited survey I made in the Dallas area which, in effect, are that there is a substantial doubt in the minds of the real estate management departments of these industries about the benefits derived from the package builders' form of service.

It is my impression that it would not take much time of a push properly applied by our profession to

favor. During this period of increasing sources, to recover and reclaim the ground we have lost to the rising flood of package builders, we can go individual deals—if unshackled by a realistic revision of the AIA standards of practice

onto our embarking like when the occasion seems to make it worth the effort.



Fill The Vacuum with Better Service

By VINCENT S. KJELD

I don't know how many architects have been baited and beaten by this package deal proposition. The first time I came face to face with it was five years ago. It was a stunning experience for I didn't know which way to turn. But after seeing what my competition did, my immediate reaction then was that the package deal program would fizzle and die of attrition in a few years.

Since then, however, I have become much more concerned about it. I have seen some very good results come from the package dealer's operation. But the only reason he has been able to make the good showing is because he has hired some very capable architects into his building team. To me this is the really serious sign on the horizon.

When the AIA Package Deal Committee first talked about this problem some of the members said, "Let's put this thing. Let's stamp out the package dealer like a fire. Let's build a legal framework around him that will put him out of business." My reaction was not that. It was that the package deal operation was filling a slot of vacuum for which we ourselves were perhaps responsible. Maybe we had been blind to our opportunity and had permitted this vacuum to exist to the point wherein a very successful and formidable operation has grown into our field.

If I were to make only one point relative to this whole subject it would be this: The only difference between the package dealer and the architect is that the architect owns his professional soul. We architects are the only ones who can supply leadership for the building business—which is the biggest business in America today.

This should give us fortitude. The strength of my own practice grows from the fact that some business men realize that design—and leadership in design—comes from the professional architect and not the package dealer. I say we have to continue to press for the saving of our own souls instead of sinking to the commercial level of becoming captive in the normative pattern of building.

We have been given a good look at the type of client which has generated the so-called consolidated service program. But not only the client has been to blame. We have helped to break our own professional backs in two ways. One is the underpayment of our estimating departments and our laxity in cost consciousness and in cost forecasting. Let not one architect mis-advice his client on budget problems and he has moved the archi-

ctecture out of the estimation of the businessmen of his community. As a group we've been pretty bad on this. It is at least one error I attempt to eliminate on every project, for I believe the cost structure of every building program is one of the most basic and important of all.

Again, we have been lax in expediting our own work. We have probably been guilty of the sin of letting drawings which should be completed in six months drag on for a year. Every time that is done put ourselves into an impossible box with our client. And we are at the same time inviting the so-called package operator into a fertile field. Still another and even more serious point is our general inability to get good performance by the contractor's team.

If we would consistently champion

good construction if we would become the certifying agents for completed projects in terms of both top quality and budgeted cost; and if we also made sure that the time-table was fixed on every project, we would overcome the most important obstacle in our total role of guiding and maintaining our clients' respect.

This all adds up to a control of the performance of the building team in the part of the architect. If anything, I would say that the last decade or two has seen a lessening of the architect's ability to get proper performance in his projects. Just about four decades ago the architect was a party to the dissection of the general contractor. We have gradually permitted this generally strong building team to be split down into more segments—so many that it is now difficult to get a coordinated, pull-together performance on almost any building project. I would welcome the day when strong, single con-

tractors—~~and~~ only the strongest, most stable general contractor would be considered as bidders on any project. This in itself would add strength to the architect's position.

We as architects know that our total approach is that of achieving a certain standard of value at the end of a construction period. But the building public thinks we should be controlled as to performance, as to the quality of a project, as to the timetable of construction. But neither the public nor ourselves has provided the whipstick needed to control the methodology which currently produces buildings.

That is the real nature of our particular problem relative to the package

dealer. There are those who feel that a return to the old-fashioned master builder idea is the only answer to it. To be responsible for performance you must exercise control over the basic methods and systems by which a project is constructed. But I have the sensation that a bonding company has the real control of the building team on many of our jobs. For example, I don't know who will build my son's High School next month—but I do know that the control will be at the level of the lowest bidder who will then assemble a building team many members of which have never worked together before.

Architects have much work to do in their own communities toward supporting the best builders and making sure that construction is done by fully qualified people. But at the same time the architect must be free to choose those techniques which will best serve the needs and interests of his client. He cannot be involved in the methodology of one particular builder team and then pursue a design and write a specification which slavishly protects that particular builder's technique, equipment and experience.

That is the serious essence of the package deal. It is a captive performance. Is witnessing this performance

not seen much architectural and engineering talent and really beautiful administrative set ups. But I have also seen the end-product short of any progressive, imaginative leadership by the designer. On the first time around the design of such a captive perform-

ance may be strong. But it gets watered down to a continuing lower level with other considerations taking precedence over the quality of the building.

What are we going to do about it? We are the ones—the professional architects in independent practice—who can provide the leadership needed in the construction industry. But to achieve the position of leadership we must offer something positive—and with the greatest care. What can we offer? Well, one positive thing has been helpful in my own practice. In many instances I have recommended at the very start of a project two or three contractors I knew to be especially suited for the particular project to be designed. And in many instances I have been successful in having an able contractor named as a participating member of the building team at the beginning of the project.

This has proved a great help to me and to the client. And it certainly clears up the muddied panel of performance, for we know before we start the team with which we shall be working in producing the project. This team-up can be helpful in many ways. The builder brings the architect a continuing check on prices and costs and with a builder working with you from the start, the design shouldn't be very far off its cost base when it has gone through the preliminary study period. The builder can be very helpful, too, on the matter of due scheduling thus aiding the owner to

plan the business phases of the project and providing the architect with a time-table for both owner and contractor.

The researching of structural + non-structural construction methods has also proved an advantageous result of the early incorporation of the builder team. A good builder can bring you worlds of information on construction solving, on the details of putting a building together—practical information from the field which an architect's limited time has made it virtually impossible to observe and learn much less to apply in a building design project. This marriage of design talent and practical building knowledge—the team-up of architect and contractor—presents a solid front of coordinated performance to the owner from the beginning of a job. It has proved effective in producing a control of a project which is otherwise lacking in the present system of first choosing the architect, then buying materials and labor, later putting them together to build the structure.

Finally, it reflects my main concern with the operation of the package dealer. The owner is working with a team which is free to design and specify anything which will be to the advantage of his project. The architect is not a captive working within a certain set pattern of either administration or technique. He has retained, on behalf of his own and his client's best interest, that plenitude of professional perspective which only he can bring to any building project.

Some Questions and Some Answers

Question: Are we as architects only to be designers? Or should we not be master builders—in which design is important and knowledge of construction is important. It seems to me we are concerned about being captive of someone else. We are told we should be leaders. Why should we not then become a part of the team—a leading part, not a captive part? I think we are making the best in saying that an architect can build as well as design. If I think he should be. In Europe

and South America before an architect can practice, he must have had actual building experience in the field, either as a builder or a supervisor. Tremendous progress has been made this way in other countries. Why not here? An architect can build as well as design, he can learn at a young man what makes buildings cost. He won't have to ask another man the best ways to put a building together. He won't have to guess at whether it will take three months or six months or two

years to build a particular project. If a man is honest, if a man really believes in his desire, if he really believes he is going to bring to his client the best that his ability is able to create and produce as a physical thing, why should he be stopped?

Answer: In not permitting architects to build are we negating the value of packaging? We are merely recognizing what is apparently a fact that one man cannot be expert in all

(Continued on Page 11).



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Questions and Answers

(Continued from Page 16)

Wings This country began with the package builders. Only in the last 50 years have architects operated separately from packaging. The fact is that in this country the best buildings, the best strikes, the advance of architecture have been accomplished primarily—and would say almost only—in those buildings that have been designed under our present system of architect being able to keep his professional approach. The idea is not to restrict the architect. The idea, the whole gist of our report is that he should become more knowledgeable

Gill I believe there is nothing in the mandatory rules which prevents an architect from building. I believe the mandatory rules say that an architect shall not engage in building contracting. Building contracting is quite different from building itself. The architect as the owner's agent may go out and hire all the help he wants to do what he wants to do. He can even select individual workmen, provided that in order to save his profit the architect doesn't have to change his specifications. So it's perfectly possible now. There's no reason why an architect can't build to his heart's content.

Will I think Mr. Gill is correct. The mandatory standards could be construed to permit just what he is talking about. But I think there is a statement of policy by the AGC which parallels that of the AIA in that the architects will do the designing and the AGC members will do the building. If we get into the building business, we can't complain about the contractors getting into the design business.

Wings I think the problem will go through an evolutionary procedure. Nobody knows whether the system which prevails in Europe and South America will come to pass next 50 years. The immediate solution to upgrading the quality of our buildings is an alliance between the architect and the quality builder.

Now the history of our profession in America makes us realize that the educational system by which the architect is prepared and the licensing laws by which he is permitted to practice do not place him in a position

of master builder. I feel that what has been suggested in the way of an intermediate embankment in master building would be practical for small buildings. I don't see the large project being handled in that manner today.

Will I am not too sure. This is a soul-searching question which has come up at every major architectural meeting I have ever attended. One of these days we may have to lay down long range plans which will take us into 20 years of education. And maybe 20 years of testing out before this system could change. I think what we are now trying to recognize is that a change is creeping across our threshold which signals a watering-down of the quality which our profession can and should bring—and will bring over the next decade or so until a change of the major nature you have described can take place.

Gill As I understand it, a general contractor is, in effect, a man who is a relation and is a service man to the owner. If an architect gets into contracting, he can't possibly select materials to be used in the owned building without prejudice, because he would be concerned with the profit and what the owner has to pay. As I understand it, that explains the mandatory standard about engaging in building contracting. Is that correct?

Will I think you are correct. If on the other hand, the architect selects the material and engages the labor but the owner pays the bills direct, there's no question of profit involved and there's no problem.

Wings What I want to know is how I can get to the client before the package dealer does. I've not had much trouble selling our off-the-shelf type of architectural service if I got to the client first. But I feel at a disadvantage when the package dealer can put an ad in Fortune and invite the client to write him—and the client sees the beautiful ad and writes him. When I see this sight or when I talk to some bankers who are my friends, they I know about the job he has in mind. But I'm second to the package dealer. I want to be first. How do I do that?

Gill You are paying for the papers of the architecture profession for the last 40 years. Even though the intellectual production has risen at a lot

a fixed rate in the estimate of the public and in its own establishment we still have not put ourselves in a position where people come to us first. And this is going to take time. We have to, as John Richards says talk more in civilization so that people will trust us—and not come to us in a last resort. For there must never be used by package dealers.

But this is not an overnight deal. This is going to have to start with the schools. Incidentally the head of one of the largest architectural schools in the South told me the other day in passing his reviewing this report for the AIA Policy Board Committee that he knew nothing about the matter. I think this is a terrible indictment of the educational situation at that school. Because this is a two or three generation deal which is an ongoing about—and it's going to have to begin at the schools.

Question: I believe what Mr. Kling is proposing is a closer relationship with the contractor. On one recent job

a school board asked two contractors to recommend construction techniques. The contractors' report indicated what they believed was the cheapest. But the architect did not agree. He made up estimates of a new scheme of how a better around job and came out cheaper than the proposals of the contractors. In this particular case the architect was right and he was more astute and so was the public for the cost was less than the original estimate. But an architect is not always free to do what he thinks preferable if he is to be dictated to by a committee.

Will you tell what you think is one of your greatest mistake in experience is of being more involved with those who have not been working with a package dealer. In committing you who did not say we are presently working with two of the large building supply companies that is all I can tell. To say anything more would be a breach of confidence. I am sorry for that.

From the beginning of the project through the options we may have had the contractors are inflexible in working out time schedules or estimating costs are now not the window.

We now are in need to see how the building of them. And we have to make their time schedules. Concentrate their choice for who has a better method and what was not a costly method could be quickly proved wrong. Then weakest points seem to be based on which they should have been. Now since the job is going along they are pretty good at upgrading their construction teams and going to the job no.

I am more and more convinced that the key man in this construction team is the architect. Not a foreman technique grounds. I don't think a man who is so basically the leader of this team because he is the creative mind of the planning. Then I think will be the leaders are those of the vendors, those who think of projects in their broadest scope.

(Continued on Page 2)

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Questions and Answers

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In thinking all the architects of his world who take hold of something big and employ the architect and others, would hope that some day our public would be on that scale and in comparison we

Milkay: The fact of the matter is that today an architect to be competent has to know more structural systems and materials than any contractor does. The trouble is that architects seem to consider the package deal existing as a battle between contractor and architect. I do not. Our problem is how to match the surface or apparent advantages of the package deal and still keep the design and construction on a professional basis.

The whole experience of the country has gone from package deal to architect. In several fields it has not been completed. The industrial field is one—but before the architect became involved on a professional basis with industrial buildings, our industrial neighborhoods were places society turned. The field of merchant-builder houses is another. This is

still changing and more and more people are getting involved with single house design.

The urgency for the architect comes again to light here. A large proportion of the building public is made up of first-time builders, or owner-clients. They don't know what an architect does other haven't been told. So these other non-professionals, people come to fill the vacuum. That's why as a profession must do something about this—including cleaning our own house.

Question: Given this reasonable conclusion, the way to beat the package deal is to have a better architect-contractor team to produce better projects. But it's being said in our public work and in our schools the architect is unable to choose his own

and we find a bonding company really choosing the other very important members. What can we do about it?

Kingswell: Clearly begin a home. We are now carrying to the Commonwealth of Pennsylvania a very fine ADA recommendation that the law permitting the splitting of bids on

public work be rescinded. We are suggesting that a single contract be permitted for jobs. I think the architects have got to support the upgrading of the builder team to at least a point where a job can be executed with a good time-table and a good result. I think that's one of our responsibilities. If we can support the good builders in our communities, upgrading their total structure, in the long run it's going to produce better results for both ourselves and our clients.

Question: We suggest splitting of packages is the one in which the merchant builder builds sometimes up to 2,000 houses at a time—with three or four plans—unless we use publicists to make the general public dissatisfied with this great area of building. We are going to become effective in this field. We can't do it individually; we must do it by group publicity whether it be advertising or not.

Milkay: The statement goes that throughout the ages 70 to 90 percent of residences have been done without benefit of architect. We have no survey; but I feel this situation is changing very rapidly. More and more people

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What we keep losing sight of is the fact that this package deal problem is not new. It's old. It has been estimated that 10 percent of all buildings in California is done without benefit of architectural service. At the time of the last industrial plants indicated that 35 percent of them were designed without professional service. My point is that if that never had been made 15 years ago the figure would probably have been 40 percent.

What we're trying to do now is to hasten our going over into public awareness where the manpower resources get fully involved. But be we are still to much of an thing we must be fully aware of the problem. The Board and I are of the firm need to stress that point.

Joint Coop Committee Maps Broad 1959 Program

The State Joint Cooperative Committee expanded last November to include the Florida Home Builders Association and the Florida Building Industry Council as its newest members. As a result, the present program for this year, with a streamlined charter and an enlarged staff, the JCC is determined to make its influence felt throughout the State along three main thrusts:

1. Develop a standard for minimum percentage of bid documents.

2. Work towards standardization of retained percentages by public awarding authorities.

3. Standardize better construction through improved quality of sub-bidders.

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4. Promote creation of a State Building Commission and the standardization of State public works documents.

5. Establish closer liaison with public authorities such as the Florida Development Commission.

6. Promote a contractor to possibly law.

A. Review and improve record of the building profession.

B. Improve participation prior to bid.



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News & Notes

Pensacola Architects Are Taking Active Part in Quadracentennial Plans

Florida's 400th Anniversary Celebration, slated for a seven-year state-wide program 1999-2005, will officially begin May 13 at Pensacola — and architects of that area are deep in the project. The state-wide Quadracentennial program will feature major historical exhibits in approximately 100 cities during the 1999-2005 period, with many smaller communities participating through creation of historical sites and markers in their own localities. At Pensacola, the 1910 program will commemorate the landing 400 years ago of Don Tristán de la Cosa with 1,500 troops and colonists in what is described as the first full-scale attempt to place a colony in what is now the continental U.S.A.

The Pensacola project will be led by Kurt Koenig and with his major exhibit sites. Area One will include a Florida Industrial Exhibit and will house ship plan displays prepared by the state's leading industrial firms. State commissioners and a group of young historians. The second major building will be completed in October.

International and Extramural presentations, covering the 400 years of Florida's history.

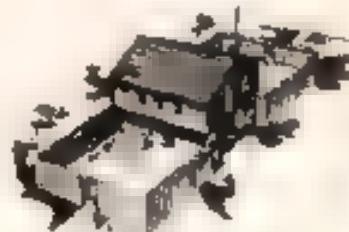
Other displays will include an Armed Forces exhibit, to be prepared by the U.S. Defense Department and the reconstruction of the Pensacola Village of 1723, built up the island and later destroyed in 1784 by hurricane winds and tides. The village, to contain 100 original buildings and homes, is a masterpiece of community cooperation according to Stewart Morrison, 44, president of the Florida Northwest Chapter.

"As a community project," Morrison said, "architects have agreed to accept revenue certificates as their guarantee for work performed in preparing plans for this project. Each firm is charged with one building, having drawn lots to determine selection. All firms have performed their own research, with the cooperation of the Quadracentennial Commission, which is now entirely implemented and action begins in October."

The village, designed from an ancient engraving, will lie on the quiet water of Pensacola Sound and will be a permanent exhibit, operated after the Quadracentennial program of 1999 by the Quadracentennial Com-



Restoration of the 1723 Pensacola is being developed by Pensacola architects according to the perspective layout above made by Roger G. Weeks. Buildings are: 1. stockade; 2. commandant's quarters; 3. residence; 4. gallows; 5. church; 6. governor's palace. The commandant's quarters, sketched at the right by Frank J. Sander, typifies the character of the village which will become a permanent exhibit. The reconstruction design has been carefully researched and is based on authentic documents.



THE FLORIDA ARCHITECT

season and Santa Fe's Clark Anthony.

The building in particular already has raised worldwide interest. The restoration of a little Gothic Club, being prepared by Ulrich Macdonald, was due recently to return after being in an interim form only a year ago. Sketches presented to members of the Catholic Church have been well received.

Local architects are also designing the two major exhibit buildings which are expected to be finished mid-month at the close of the celebration. Contractors in the area are participating in this program in a spirit of enthusiasm and are working closely with the architect to complete the program in the best engineering and architectural style.

Architects participating in the Program's Quadrcentennial activity include F. T. Edson, Hugh J. Leitch, James Lock, Sam Marshall, Stewart Morrison, Ulrich Macdonald, Clinton Hart, Frank J. Simdalar and Roger C. Weeks.

State Board Obtains Injunctions Against Five

In the first of continuing actions of preserving violations of the architecture registration law, the State Board of Architects recently filed its first three cases which involved court actions against five unregistered individuals. One was James E. Butler of Arcadia. Another was Matthew B. Boden of St. Petersburg. The third case was brought against the General Drafting Service which was being operated in St. Petersburg by Charles W. Price, Dennis Price and Raymond R. Price.

All five individuals were pronounced by a circuit court judge from practicing architecture from holding themselves out as architects in the State of Florida and from offering to practice architecture in this State, without first being qualified and registered to do so.

There is now, however, such an injunction against a proved violator of the architectural registration law, the State Board's responsibility for administering the law is now clearly established. The enforcement of the injunction is then up to the court. Should any individual fail to obey the court's injunction against him, he

is referred to page 22.

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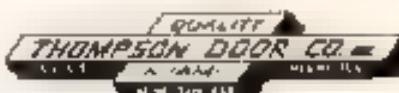
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would be held in contempt of court, and the penalty would be any that the court might see fit to impose.

What many architects may not realize is the fact that the State Board of Architecture is heavily concerned with the punishing work necessary to prove conclusively that a violation of the law exists, openly and flagrantly. Investigation of complaints received from registered practicing architects is constantly underway until where this leaves evidence that in the Board's experience is regarded as legally conclusive, action to obtain an injunction against an unregistered individual is quickly authorized. At its November 1958 meeting at Miami Beach, the additional new actions were adopted by the Board:

AIA Approves Changes in General Conditions Form

After much consideration the National Joint Committee AIA-AIAB has improved certain bridges in the General Conditions of the AIA Contract Form which are important to both architects and contractors. It feels they place a minimal burden responsibility on the architect than formerly and at the same time sufficient protect the interests of the contractor.

Most significant change occurs in Article 14. This was revised by deleting these words at the end of the article " . . . but he shall not be held responsible for their error, inconsistency or omission, which he may discover . ." and by substituting those,

but he shall not be liable in the amount for any damage resulting from any error or deficiency in the contract documents or other instructions by the Architect . . ." To effectuate this change, a slight revision in Article 5 was necessary. At the end of the first sentence the words " relating to artistic effect . ." were changed to read ". . . relating to design and artistic effect . "

Other changes are: In Article 3, the word "estimated" was deleted before the words "payment schedule" in the last paragraph. In article 13, relating to inspection of work, the words "the stuff show" were deleted from the last sentence of the third

paragraph and the words "it be found" used in their place. The revised sentence now reads, "... if such work be found not in accordance with the Contract Documents, the Contractor shall pay such cost, unless it be found that the defect in the work was caused by the Contractor employed as provided in Article 35 and in that event the Owner shall pay the cost".

Time allowances have been changed in Article 25. The second paragraph will be changed to read, "Should the Architect fail to issue any certificate for payment through no fault of the Contractor within seven days after the Contractor's formal request for payment, or if the Owner should fail to pay to the Contractor within seven days of its maturity and presentation any sum certified by the Architect or awarded by arbitration, then the Contractor may, upon seven days written notice to the Owner and the Architect, stop the work or terminate this contract as set out in the preceding paragraph".

Board Meeting Schedule

As now planned the FAA Board of Directors will meet five times during 1959. The first meeting was held in Jacksonville, January 24. The other four meetings will take place at Gainesville, in April; Palm Beach, in June; Tampa, in September; and Jacksonville, the 45th Annual FAA Convention site, in November.

Plans are also being considered to make Board meetings an occasion for a Chapter meeting in each area. It has been suggested that Chapters act as hosts at a Dutch-treat party on the evening before the Board meets. This would provide opportunity for both Board and Chapter members to become better acquainted to the benefit of each.

This has been attempted in other AIA state organization groups with good results. FAA officers are even considering the possibility of asking various Chapters to plan a special Chapter event at a regular monthly meeting which Board members could attend. In this way a seminar or panel discussion could be advantageously held on a subject of importance in the FAA's state-wide program and worthy of intensive group study.

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Message From The President

By JOHN STETSON

President, FAA



The practicing architect possesses both the "working know-how" and the power to assist the manufacturing world in producing better construction products for our consumers and clients. Florida's climate and lengthy coast line combine to give us one of the world's best testing grounds for materials. Are we assisting the manufacturers or do we just sit idly by and loudly complain? Too often our criticism is directed at the wrong person. Too often we shrug our shoulders and tell the client, "I can't stop rust; and if it's masonry it'll crack".

A great many of our buildings, hotels, apartments, commercial structures and residences have their feet in the Atlantic Ocean or Gulf of Mexico. In spite of the proximity of so much salt water, the tendency is to utilize the same materials as would be used in Lakeland or Orlando far from the effects of salt water corrosion and erosion. Yacht and marine boat manufacturers long ago learned that the most economical hardware and fittings were those made of heavy chrome plate on brass or solid bronze. Sliding door and window manufacturers still think a steel screw or a steel catch is the cheapest and best. They never give a thought to the fact that the labor to remove one screw and replace it costs more than a half dozen heavy chromed or stainless screws would cost originally.

Cleaning up upon completion of a construction operation is costly and a time-consuming job. The simple expedient of delivering to the job and installing taped and viscose film covered steel and sliding aluminum and glass doors would save time and money, plus producing a finer finish. Putty knives and steel wool can do a lot of damage to aluminum

and glass, removing the after effects of plastering and painting operations. A few cents spent at the factory will save dollars at the job. We should lead a movement to improve these situations. If we don't demand it, nothing will be done.

It has been estimated that 20% of the materials delivered to a job are either wasted at the job through misuse or hauled away as scrap during and after construction. Our lack of new construction techniques wastes almost half of the labor costs. Pony express era building methods in a jet age are ridiculous. In forty years the motor car industry has cut its cost of manufacturing to one-third for a similar sized and type of vehicle, while the square footage cost of construction for a residence has increased ten times. If an automobile was produced in the manner a home is constructed, it would cost at least \$50,000 to build a Ford or Chevrolet.

Almost all clients and too many architects are uneducated in the legal responsibilities of each to the other. There is an increasing tendency on the part of the architect to "shove off" responsibility for design, materials and construction. The contractor is not supposed to specify materials. We are supposed to know what's best for the client and for his building. We are supposed, also, to guide the client in the selection of site, building layout and builder, as well as have a working knowledge of mortgage availability, insurance requirements, taxes, etc.

We can do something. It is the sincere hope of your officers that during 1959 a series of workshops or forums can be scheduled for discussion of these and other problems, and to find a solution for them.

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